

Project Business Case

Project Name: GSI Case Management System

Project Short Name: GSI CMS

Agency: Job Service North Dakota

Business Unit/Program Area: Workforce Solutions

Type of Project: New Initiative
Major enhancement/upgrade
Application replacement
Ongoing Initiative

Date: March 14, 2006

Version: 1.9

Project Description:

Replace the existing customized Oracle Forms case management NDWorks application with a commercial off the shelf (COTS) application from Geographic Solutions Inc. (GSI) called the Case Management System (CMS).

Business Need/Problem:

Infrastructure/Operating Expenses. At the time Job Service North Dakota (JSND) implemented NDWorks, it was determined to be the best solution among a limited selection of existing case management solutions. However, it has become a very expensive customized application to operate and maintain. JSND is currently taking a proactive approach to salvage the operating budget and would like to eliminate items that consume a large number of soft and hard budget costs. The staff time involved in supporting these applications, the maintenance agreements, and software licenses consume a large portion of Information Technology's (IT) budget and time. Replacing this customized application could significantly reduce our infrastructure and license costs.

Vendor Support. Currently, NDWorks is not supported by Oracle due to our current software versions. Our infrastructure must be upgraded to an approved maintenance support level, if we continue to use this customized application. The system consists of Oracle Database Servers, Oracle Application Servers, an Oracle Forms application, and Oracle Reporting Services. The estimated costs to upgrade currently exceed the amount allocated to the NDWorks upgrade project and no additional monies are available.

Usability. This customized NDWorks system contains numerous forms with multiple tabs in which staff are required to manually enter a majority of services with limited data validation. According to user feedback, the data entry flow for staff assisted services is not intuitive and very cumbersome. A significant learning curve exists when new hires are introduced to NDWorks.

Enterprise Architecture (EA) Standards. NDWorks is non-compliant with our currently established EA standards for Application Tools because it is an Oracle Forms Application.

Reporting Requirements. Within the last year, new federal reporting requirements were mandated to state agencies called Common Measures. In order to comply with these new requirements, internal JSND staff was identified to analyze the requirements and implement the solution in our customized application. This was a staff intensive project, which was driven by federal deadlines, and no additional monies were allocated to the agency. As a result of these requirements, additional projects suffered due to lack of resources, finances, and deadlines. EMILE (ETA Management Information and Longitudinal Evaluation system), the new federal reporting requirements, will be rolled out for 2006 – 2007. If we continue to use our existing customized application, the changes will have to come out of the agency operational budget, and internal staff will be required to work this project exclusively. The anticipated scope of the changes and our limited staff resources will make it impossible to implement the modifications in the time frame required.

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Integration. JSND currently uses GSI's Virtual One Stop (VOS) application, which requires customized integration with NDWorks. This increases the level of difficulty in maintaining quality data, and application modifications.

Solution (as described in Proposed Solution):

Infrastructure/Operating Expenses. JSND projects that replacing this customized application reduces our infrastructure and license costs. JSND would recover soft and hard budget costs by utilizing the GSI CMS.

Vendor Support. A yearly maintenance agreement will be established with the vendor for this application replacement. The vendor will be responsible for upgrades and bug fixes to the hardware and software, as necessary. JSND will not be required to upgrade software in house.

Usability. Implementing the GSI CMS will allow our staff to be more effective and productive with our customers, job seekers and employers alike. This application will allow staff to flow through case management (staff assisted) services that will closely tie into the self-assisted services provided by VOS. The applications will also have the same look and feel, because it is all one system.

EA Standards. The GSI CMS utilizes a Microsoft SQL Server Database, and a Microsoft IIS ASP application. The next upgrade to this solution will be written in .NET. This infrastructure fits the Enterprise Architecture future direction.

Reporting Requirements. Implementing the GSI CMS would account for any federal mandates or requirements. GSI would be responsible for updating the application to meet these needs. A third party software package that is used to assist staff with reporting will no longer be necessary. This will save JSND money, staff, and time.

Integration. The GSI VOS application is fully integrated with the GSI CMS, and they utilize the same database schema. This simplifies any application maintenance because it is the same system.

Consistency/Fit with Organization's Mission:

Our mission is "Job Service North Dakota provides customer-focused services to meet the current and emerging workforce needs of the state."

Our strategic plan includes the following items:

- "Provide alternative delivery systems that meet changing needs, maintain high quality, and are more cost effective."
- "Strategic objectives drive agency decisions and direction with appropriate Information Technology support"
- "Continue to develop and enhance effective and credible accountability processes"
- "Evaluation of service delivery to support business objectives within budget constraints"

The NDWorks replacement solution will continue to allow job seekers to register with JSND, post resumes, search and apply for jobs, set up automated searches, etc. Employers will continue to have the ability to register with JSND, post and manage job orders, search for candidate resumes, contact job seekers, etc. All future upgrades of this solution will continue to meet the emerging workforce needs of the state, which is consistent with our mission and strategic plan.

Cost Benefit Analysis

Anticipated Benefits:

(1) Reduce infrastructure expenses.

- a. Measurement: The NDWorks/VOS infrastructure expenses will be reduced by 23% during the first year after implementation.

(2) Reduce contracted service expenses.

- a. Measurement: The contracted service expenses will be reduced by \$45,000 during the first year after implementation.

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(3) Standardize business processes for the delivery of services.

- a. Measurement: Standard operating procedures will be created for 75% of all procedures associated with these applications prior to implementation.
- b. Measurement: Train-the-trainer sessions will occur for 100% designated local office trainers prior to implementation.
- c. Measurement: Designated local office trainers will train 100% appropriate local office staff prior to implementation.

(4) Enterprise Architecture standard compliancy.

- a. Measurement: The infrastructure will continue to comply 100% with Enterprise Architecture standards for Databases upon implementation.
- b. Measurement: The infrastructure will comply 100% with Enterprise Architecture standards for Application Development Tools/Languages upon the upgrade to VOS 8.0.

(5) Federal reporting requirement responsibility.

- a. Measurement: 100% federal reporting requirements will be incorporated into the vendor solution by the new mandated reporting dates.

(6) Receive new system functionality.

- a. Measurement: JSND will receive 100% future updates as part of the maintenance fee, within one year after the update is released.

(7) Establish a network of peers to gain information as needed.

- a. Measurement: JSND will attend GSI user conference annually.

(8) Outsourcing Maintenance.

- a. Measurement for critical bug fix: 100% of critical bug fixes are identified, fixed, and accepted with in 60 days.
 - i. Definition of a critical bug fix: A critical bug fix is required when the system no longer functions as it was designed to function.

Cost Estimate:

Please refer to the attached spreadsheet for project funding sources (Filename: "GSI Case Mgmt Funding Sources-business case.xls").

Here is a summary of estimated project costs.

Description	ITD Costs	GSI Costs
One time costs	\$652,419	\$646,419
1st year costs	\$183,624	\$183,624
2 nd year costs	\$209,088	\$238,117
3 rd year costs	\$357,414	\$389,945

These costs and cost savings projections were compiled with the assumption that the DART and Appworx subscriptions for PY 2006 will not be renewed.

Cost/Benefit Analysis:

Please refer to the attached spreadsheet for a cost benefit analysis (Filename: "GSI Case Mgmt Cost benefit analysis-business case.xls").

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Project Risks:

<u>RISK AREA</u>	<u>ASSESSMENT</u>		<u>IMPACT</u>	<u>MITIGATION</u>
	Probability	Severity		
Standard operating procedure does not become standard to gain staff efficiency. (Customer Service Areas do their own thing)	Low	Medium	Staff in local offices perform functions differently; steps may be skipped or done out of order.	Work with Workforce Solutions to develop and implement standards. Show staff they are accountable for following them.
Operating expenses are not reduced	Low	High	The cost benefit of obtaining the system would not be met.	Create service level agreements with GSI and the hosting vendor.
EA standards not met.	Low	Low	Need a waiver for EA.	Implement EA standardized technology.
Resources are not available for project.	Medium	High	Usually occurs due to federal mandate, JSND would have to comply. This project timeline would be extended.	Monitoring of other projects and available resources.
Data Conversion produces poor data.	Medium	High	Incorrect check information, 1099 information, resume information etc.	Analyze data mapping and identify someone knowledgeable to lead the data conversion. Purge data. Proper testing of data by end users.
Project fails to follow project schedule.	Medium	High	Project costs will increase.	Monitor project plan and project schedule.
Project is cancelled.	Low	High	Vendor refuses to support existing VOS system due to existing integration and enhancements.	Monitor project progress and increase communication with project sponsor, steering committee and funding sources.
EMILE Reporting requirements may be due prior to GSI CM implementation is complete	Medium	High	Federal Reports are late and incomplete. DART subscription might be renewed, and possible changes made to ND Works. Increased budget and project schedule changes.	Monitor and enforce a project schedule to ensure we can meet the federal reporting deadlines for July - Sept 30 quarter. Report due 11/14/2006. If project delays occur, submit the July - September 30 quarterly

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<u>RISK AREA</u>	<u>ASSESSMENT</u>		<u>IMPACT</u>	<u>MITIGATION</u>
	Probability	Severity		
				report after the 11/14/06 due date. Provide DOL with frequent updates on status of implementation date. Immediately submit upon implementation.

Business Case Approval

Agency Executive Director Name: Maren Daley

Action: Approve: ☐ Reject: ☐

Comments:

Signature: _____

Date: _____

Maren Daley, Agency Executive Director

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Document Revision History

Date	Author	Version	Change	Reviewed and/or Approved By
02/07/2006	JROSSOW	1.0	Initial Draft.	NITAS
02/08/2006	JROSSOW	1.1	Change of Scope.	JMR/Team
02/09/2006	JROSSOW	1.2	Added Strategic Plan and modified funding sources.	JMR/Team
02/13/2006	JROSSOW	1.3	Modified measurables.	JMR/Team
02/14/2006	JROSSOW	1.4	Additional team feedback.	JMR/Team
02/16/2006	JROSSOW	1.5	Modified mission, monies, and filenames.	JMR/Team
02/22/2006	JROSSOW	1.6	Highlight funds that may change, receive feedback from NITAS.	JMR/NITAS
02/24/2006	JROSSOW	1.7	Modified measureables.	JMR/NITAS
03/10/2006	JROSSOW	1.8	Modified Risks. Changed referenced filenames.	JMR/NITAS
03/14/2006	MHHAWKS, JROSSOW	1.9	Split out ITD/GSI costs. Added signature line.	